

**ACCELERATING CHANGE IN SPI FACTSHEET**  
**1 March 1994**

**Workshops for Managers and Software Engineering Process Groups  
on Accelerating Change in Software Process Improvement**

**WORKSHOP DESCRIPTIONS**

The Accelerating Change process is a structured approach for managing the human elements critical to the successful implementation of strategic business goals. Accelerating Change systematically identifies significant personal and organizational barriers to change and generates tactics to increase readiness and decrease the time and resources required for implementation success.

Two different workshops are designed to be done together during one week for one organization.

A 1-day Accelerating Change (AC) Workshop for Managers is designed for managers in a software organization. It provides an overview of the basic principles of the AC structured approach.

A 3-day AC Workshop for practitioners is designed specifically for Software Engineering Process Group (SEPG) and Working Group members. It provides a planning framework and identifies skills needed for utilizing the AC approach. Participants will apply each tool and concept of the AC approach to an actual change they are or will be implementing. At the end of the workshop participants will have a set of repeatable process elements that they can immediately begin to apply to any change within their organization.

**WORKSHOP LOGISTICS**

**NUMBER OF ATTENDEES.** Each workshop (Managers & SEPG) requires a minimum of 20 attendees and a maximum of 30 attendees.

**ROOM.** Each workshop requires a training room, preferably in a different facility than the organization, to avoid interruptions. The room should contain:

- 5 tables that can seat 6 each.
- 1 overhead projector.
- 2 flipcharts.

**COST.** \$8,000 includes materials and TDY costs for two workshop facilitators.

## CONCEPT

An organization's potential for success with Software Process Improvement (SPI) would be enhanced by using a methodology for managing the human and organizational elements of change, in conjunction with the Software Engineering Institute's (SEI) Software Process Assessment (SPA) methodology and Capability Maturity Model (CMM). The need exists for applying to the SPI process a consistent methodology for implementing and managing change. The SEI SPA methodology focuses on assessing organizations' current state of the practice. The CMM defines software related key practices for organizations at the various maturity levels of the state of the practice. The SEI SPA methodology and CMM do not focus directly on helping an organization manage human and organizational changes related to software process improvement.

The Accelerating Change (AC) methodology developed by Implementation Management Associates, Inc. (IMA) is licensed to SEI and endorsed by SEI for use in the SPA process. The AC approach includes defining the change, assessing the climate, identifying a change approach, and actively managing issues pertaining to sponsorship, target readiness, congruence between the desired change and the organizational culture, change agent capacity, motivation, and communication.

## BACKGROUND

Currently in the SEI SPA process, SEI provides a Managing Change section in the Assessment Team Training material, licensed by SEI from IMA. Use of this section is optional at the discretion of the SPA leader. If used, the training is about 30 minutes and only touches on a few of the basic AC concepts.

Under the new DISA 50-SPA contract, a SPI Readiness Assessment (SRA) event was added to the SPA process. The SRA administers five different AC instruments each to five members of the organization, scores them, and provides a report to the organization's senior management identifying issues management could address to improve the chances of SPI success. But the SRA does not help the organization actually address those issues.

The IMA AC methodology and instruments are also currently being used by DISA/JIEO/CIM Technology Transfer, a 3-day AC training tailored to DoD I-CASE technology transfer issues for I-CASE sites.